

THE TOTAL FORCE WINS OUR NATION'S WARS

BY GEN RICHARD B. MYERS, USAF
CHAIRMAN OF THE JOINT CHIEFS OF STAFF

When American Airlines Flight 77 struck the Pentagon on 11 September 2001, I was on Capitol Hill visiting Sen. Max Cleland (D-Ga.). Before I could make the short drive back to the Pentagon, firefighters and rescue crews from area fire departments were already on the scene—saving lives, caring for the injured, and putting out the fire. These brave men and women were among the real heroes of that horrible day. The quick response and heroic actions of the District of Columbia, Arlington, Fairfax County, Fort Myer, Va. and other community police, fire, and emergency services crews made a world of difference at the Pentagon and for the nation. They brought the fire under control, enabling Secretary of Defense Rumsfeld and other key decision-makers to remain in the building, coordinating the initial military response and interagency effort in those critical first hours following the attacks. More importantly, these first responders saved many lives.

Among the police, firefighters, and rescue personnel at the scene of the attack were a few who serve their country in a second capacity as Reservists and National Guard members. In fact, some of the individuals who fought the blaze at the Pentagon have been alerted or mobilized to participate in *Operations Noble*



Chairman of the Joint Chiefs of Staff GEN Richard B. Myers, USAF, proudly stands with members of Task Force Eagle during his visit to Bosnia in November 2001.

Eagle (the campaign to secure our homeland) and *Enduring Freedom* (the campaign against terrorism overseas). Our war on terrorism underscores the value of citizen-soldiers and the importance of their service to the commu-

nity and to our nation, whether on active duty or in their civilian jobs. These men and women are part of America's forward-deployed forces—standing ready to defend the homeland.

The attacks of 11 September have ushered in a new era with profound implications for the Total Force. Thus, I welcome the opportunity to outline my priorities as chairman of the Joint Chiefs of Staff and to share my thoughts about the war, active-reserve integration, and the road ahead.

CJCS PRIORITIES

I have three interrelated priorities: to win the global war on terrorism, to improve joint warfighting capabilities, and to transform our armed forces so we can better respond to the challenges and take full advantage of the opportunities that lie ahead. The global war on terrorism requires new ways of thinking and doing business, both at home and abroad. My number one priority is winning the war, but before discussing the war in greater detail, let me first address joint warfighting and



General Myers dines with Task Force Falcon soldiers at Camp Bondsteel in Kosovo.

transformation.

This war has revealed, as other conflicts have, the devastating power of joint operations, as well as some of our current limitations in fully exploiting the potential of joint warfighting, especially in the area of command, control, communications, computers, intelligence, surveillance and reconnaissance (C4ISR). Joint warfighting is not an end in itself; rather it is the most effective means to meet the demands we face. It is the way we fight. The synergistic effects of combining the world's best Army, Navy, Air Force, Marine Corps and Coast Guard generate a power unmatched in the world. Capitalizing on this synergy enables us to win wars more quickly, more decisively, and with fewer casualties (ours and innocents) than any single service operating alone or several of the services conducting "stove-piped" operations. Improving joint warfighting by definition involves the Guard and Reserve forces.

We also must pursue military transformation. Transformation means capitalizing on existing or emerging technologies and applying them in innovative ways; the result is evolutionary and possibly revolutionary advances in our joint warfighting capabilities. Though some may focus on the weapon systems and platforms that emerge from technological advances, true transformation requires much more, including doctrinal, organizational, educational, and, above all, cultural changes within the military. Transformation demands we leverage the talents of *all* our men and women in uniform.

As much as my priorities are interrelated, so, too, each priority is a daunting task. However, the men and women of the armed forces rise to the occasion each time they are called, and the Reserve components will always play a vital role—in peace and in war.

THE WAR ON TERRORISM

The global war on terrorism has two broad fronts: international and domestic. We seek to root out terrorist networks and organizations, denying them freedom of movement and action. The global war on terrorism, both at home and overseas, demands close interagency coordination at all levels of our government, as well as coordination with other nations, international agencies, and non-governmental organizations. We rely on members of the Guard and Reserve to provide expertise gained in their civilian careers and through their military service to help in this coordination. Citizen-soldiers bring with them talents and experiences from their civilian careers that are invaluable. We could not prosecute the military campaign overseas with the active

component only. Guard and Reserve units and individuals, whether deployed on the front lines or augmenting and backfilling active units, play a vital role.

Reservists also are essential to the successful prosecution of the war on the domestic front, also known as homeland security. As the 2001 Quadrennial Defense Review (QDR) states, defending our nation from attack is "Job #1" of the military, and it is certainly the most important aspect of the global war on terrorism. Members of the Army, Air Force, Naval, Marine and Coast Guard Reserves, and the Army and Air National Guard, as well as their counterparts in the active component, have responded eagerly to this challenge.

Homeland security consists of two broad missions for the military: security operations and support to civil authorities. Security operations include flying combat air patrols and defending airports, seaports, and other elements of our critical infrastructure. Support to civil authorities consists of assistance to federal, state and local agencies such as consequence management support in the event that a weapons of mass destruction (WMD) incident occurs. With the issues surrounding *posse comitatus* for the active and

Reserve components, the National Guard has been especially versatile in its ability to supplement civilian law enforcement and other security requirements in their home states when activated under Title 32 of the United States Code.

America's armed forces could not respond to the broad spectrum of operations required in the war against global terrorism without the Reserve components. Meanwhile, the Guard and Reserve continue to perform other missions in Bosnia, over Iraq and elsewhere. This past November, I visited troops in Bosnia and Kosovo and saw Guard members and Reservists working side by side with their active-duty counterparts. The teamwork that I saw was at a level of sophistication that I believe is unprecedented.

ACTIVE-RESERVE INTEGRATION

The 2001 QDR directed the Department of Defense (DoD) to undertake a comprehensive review of the active- and Reserve-force mix, organization, priority missions, and associated resources. We hope to complete this review in May 2002. A fundamental goal of the com-

Gen Richard B. Myers, USAF, became the 15th chairman of the Joint Chiefs of Staff on 1 October 2001. Prior to becoming chairman, he served as vice chairman of the Joint Chiefs of Staff for 19 months.

General Myers was born in Kansas City, Mo. He is a graduate of Kansas State University, holds a Master's degree from Auburn University, and has attended the Air Command and Staff College at Maxwell AFB, Ala.; the U.S. Army War College at Carlisle Barracks, Pa.; and the Program for Senior Executives in National and International Security at the John F. Kennedy School of Government, Harvard University. General Myers entered the Air Force in 1965 through the ROTC program, and is a command pilot with more than 4,100 flying hours, including 600 combat hours.

While vice chairman, General Myers served as the chairman of the Joint Requirements Oversight Council, vice chairman of the Defense Acquisition Board, and as a member of the National Security Council Deputies Committee and the Nuclear Weapons Council. In addition, he acted for the chairman in all aspects of the Planning, Programming and Budgeting System including participation in the Defense Resources Board.

General Myers' other positions have included: commander in chief, North American Aerospace Defense Command and U.S. Space Command; commander, Air Force Space Command, and Department of Defense manager, Space Transportation System Contingency Support at Peterson AFB, Colo.; commander, Pacific Air Forces, Hickam AFB, Hawaii; assistant to the chairman of the Joint Chiefs of Staff, the Pentagon; and commander of U.S. Forces Japan and 5th Air Force at Yokota Air Base, Japan.

General Myers and his wife have three children, two daughters and a son.



prehensive review will be to balance operational tempo (OPTEMPO) with active-reserve integration, and may result in modifying unit missions or creating organizations to meet current and emerging requirements.

Increased OPTEMPO, already high before 11 September, is a product of the demands placed upon the citizen-soldiers since that date. The military, including the Reserve forces, will be hard pressed to support growing homeland security requirements and other aspects of the global war on terrorism while continuing to perform the range of other missions in effect before 11 September.

We are well aware of the strain that mobilizations and activations place upon families, businesses and communities. DoD has already provided relief in some areas, such as waiving TRICARE deductibles. Congress has also been supportive. For example, members of Congress are seeking to provide assistance through measures such as extending the protections of the Soldiers and Sailors Civil Relief Act to National Guard members activated under Title 32 of the U.S. Code. We also are extremely appreciative of the financial and other types of support that a number of businesses have given to their employees who have been activated.

In balancing OPTEMPO and other concerns with active-reserve integration, we must keep one basic goal in mind: improving our capabilities. Recommendations for organizational and other changes that emerge from the comprehensive review of the active and Reserve force mix should ensure that the Total Force is better prepared to deal with and guard against strategic surprise—better prepared for missions across the entire spectrum of conflict. The value of active-reserve integration is clear. Regardless of the type of conflict, if and when the military is called upon, Reservists must be there. They undergird our strategic readiness.

Moreover, active-reserve integration in missions such as peacekeeping in the Balkans or enforcing no-fly zones over Iraq also provides Reservists with a training, readiness, and recruiting focus. All of us know that participation in operations, as well as in exercises with our counterparts from other countries, sharpen and hone skills in joint and coalition warfare. These real-life missions and training exercises have strengthened Total Force readiness.

At the same time, we must continue to anticipate and respond to challenges, making changes whenever and wherever needs arise. For example, before 11 September, we had already become more concerned about the potential for terrorist use of WMD. Within the past three years, Congress authorized the cre-



General Myers talks with the sergeant of the Guard at Eagle Base in Bosnia in November 2001.

ation of 32 Weapons of Mass Destruction-Civil Support Teams (WMD-CST) across the country. These 22-person teams, consisting of Army and Air Guard members, are designed to provide specialized assistance to federal, state and local authorities in the event of terrorist use of chemical, biological, radiological, nuclear or high explosives weapons. To date, 12 of these teams have been certified, and fewer than two months after being certified, the 2d WMD-CST, Scotia, New York, activated and deployed to support search and rescue efforts at the World Trade Center. Just as we created WMD-CSTs, we must consider other force-structure modifications and develop capabilities to respond to the changes in the threat. The global war on terrorism gives added impetus to our transformation and improved joint warfighting initiatives.

THE ROAD AHEAD

In helping define Reserve forces policy and other Total Force issues related to our prosecution of the global war on terrorism, Maj Gen Gerald "Rudy" Rudisill, ARNG, and Maj Gen Robert McIntosh, USAFR, assistants to the chairman for Guard and Reserve Matters, have their work cut out for them. They are working closely with their counterparts in the National and State Guard Bureaus, in each service's Reserve component, and on the combatant command staffs. They are heavily involved in the comprehensive review of the active and

Reserve force mix now underway, as well as active-Reserve integration, joint warfighting, transformation, and other issues that affect the Total Force. Generals McIntosh and Rudisill will ensure that the Reserve components are represented and their voices heard in all studies and planning efforts. I have charged them to continue to move the Total Force toward one standard of excellence—whether in training, readiness, deployments, or compensation—for both the active and Reserve components.

I am committed to getting our Total Force policies right. You, the men and women of the Guard and Reserve, provide an invaluable service to America, both on and off duty. I appreciate what you are doing for our nation.

This is a challenging time to be serving, whether in the active component, the Reserve or the National Guard. However, whether flying over Afghanistan, providing engineer support in Kosovo, or guarding our critical infrastructure in your home state, you are making an important difference. The American people appreciate your sacrifice. Together we will win the global war against terrorism and defend America against all enemies.

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